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- 08.00.06 Ekonometrika va statistika
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- 08.00.09 Jahon iqtisodiyoti
- 08.00.10 Demografiya. Mehnat iqtisodiyoti
- 08.00.11 Marketing
- 08.00.12 Mintaqaviy iqtisodiyot
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- 08.00.14 Iqtisodiyotda axborot tizimlari va texnologiyalari
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- 08.00.17 Turizm va mehmonxona faoliyati

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MUNDARIJA

Smart-logistika texnologiyalarini joriy etish orqali oziq-ovqat mahsulotlarini yetkazib berish tizimini optimallashtirish (Toshkent viloyati misolida).....	14
Mavlanov Sobirjon Pardabayevich	
Tijorat banklarida korporativ boshqaruvning xalqaro tamoyillari asosida boshqaruv sifatini oshirish	20
Sattarov Umirzoq	
Современные банковские продукты	24
Хужамуратов Аббос Мардонович	
Amerika qo'shma shtatlarining ijtimoiy himoya tizimi.....	29
Abdullayeva Sayora Aleksandrovna	
Совершенствование рынка услуг высшего образования как фактор повышения занятости населения в условиях цифровой экономики.....	33
Ибрагимов Тимур Ибодуллаевич, Асланова Дилбар Хасановна	
Iqtisodiy fanlarni o'qitishda interaktiv metodlarning qo'llanilishi va ularning samaradorligi.....	39
Kabulov Baxram Kuzibaevich	
Korxonalarda raqobat razvedkasi tizimlarini rivojlantirishda innovatsion raqamli texnologiyalarining o'rni.....	45
Tursunxo'jayev Sardor Jamoliddin o'g'li	
O'zbekiston banklarida sun'iy intellekt foydalanish samaradorligini oshirish.....	51
Kamolov Sardorbek Davlatjon o'g'li	
Agrar korxonalar xo'jalik faoliyatida risklarni boshqarish bo'yicha samarali boshqaruv qarorlarini qabul qilishning metodologik asoslari.....	59
Baymirzaev Dilmurod Nematovich	
Основные направления инвестиционной политики Узбекистана в соответствии со стратегией-2030	66
Исомов Б. С.	
Tashish va saqlash xizmatlarini ko'rsatuvchi korxonalarda raqamli texnologiyalardan foydalanish holati.....	70
Rajabov Orzujon Mamasoliyevich	
Ijtimoiy infratuzilmani modernizatsiya qilishda DXSHning o'rni: madaniyat va sport sohasida imkoniyatlar	78
Baykalonov Jalil G'aybulloyevich	
Анализ состояния и перспективы развития активного и спортивного туризма в Узбекистане.....	93
Бойко Фарида Чингисовна, Ивонина Наталья Викторовна	
Переоценка и фальсификация стоимости имущества: международные практики, риски и пути решения.....	99
Мансурова Сайёра Бахтияровна	
Hudud sanoati tarkibiy o'zgarishlarini prognozlash usuli.....	106
Djumayev Farrux Toshmuratovich	
Углеродный след и декарбонизация промышленности Узбекистана: роль возобновляемой энергетики и международный опыт	111
Авезова Нилуфар Раббанакуювна, Ощепкова Эльвира Ахтемовна, С.М. Махмудов, А.А. Холиков, Авезова Нилуфар Раббанакуювна	
The process of developing startups based on management principles	119
Ilxamov Azizbek Yodgor o'g'li	
The impact of economic policy on non-performing loans: the case of Uzbekistan.....	126
Jalalov Mashkhurbek Gaybullo ugli	
Основные направления инвестиционной политики Узбекистана в соответствии со стратегией-2030	134
Исомов Б. С.	



Ko'p kvartirali uylarni boshqaruv organlari tomonidan aholiga sifatli xizmat ko'rsatishni qo'llab quvvatlashni takomillashtirish	138
Umarov Begzodbek Jaloldinovich	
O'zbekistonda iqtisodiyotni innovatsion rivojlantirishning institutsional asoslari.....	143
Fayzullayev Jonibek Negmatullayevich	
Davlat - xususiy sheriklik loyihalarning samaradorligini oshirish.....	150
Tursunov Imomnazar Egamberdiyevich, Hamroyev G'ayratjon Sultonovich	
O'zbekiston sug'urta bozorida hayot sug'urtasi xizmatlarining rivojlanish tendensiyalari va istiqbollari.....	155
Bazarov Zakir Xonqulovich	
Tijorat banklari likvidligini tartibga solish yo'llari.....	160
Tursunpo'latov Sohbnazar Kasimjon o'g'li, Nomozova Mohinur Maxmud qizi	
Atrof-muhit ifloslanishini kamaytirishda yashil moliya vositalarining roli: xalqaro tajriba va O'zbekiston imkoniyatlari	163
Yuldasheva Madina Tohir Qizi	
Geofazoviy ma'lumotlar asosida hududlarning farovonlik darajasini aniqlash	173
Toymasov Zufarjon Zokir o'g'li	
Методы и критерии оценки эффективности конкурентоспособности предприятия	179
Кучаров Абдор Сабиржанович, Бобожонов Азиз Бабаханович, Алижанова Камила Тохир кизи	
Korxonalarda innovatsion jarayonlarni boshqarishning tashkiliy-iqtisodiy mexanizmini takomillashtirish.....	187
Narbayeva Dilnoza Darvishaliyevna	
Development of entrepreneurship in Uzbekistan: management strategies in the context of economic reforms	192
Ibragimova Saida Ilkhomovna	
Aloqa korxonalarini xizmat faoliyatida diversifikatsiya qilishning ilmiy baholash usullari va ulardan foydalanish.....	197
Tursunova Mastura Taxirovna	
Developing effective marketing strategies for tourism development in Uzbekistan	204
Fayzullayev Nodirbek Baxtiyor o'g'li	



DEVELOPING EFFECTIVE MARKETING STRATEGIES FOR TOURISM DEVELOPMENT IN UZBEKISTAN

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Abstract: Tourism is a vital driver of economic growth and cultural exchange, especially in emerging economies like Uzbekistan. This article explores effective marketing strategies tailored to Uzbekistan's tourism sector. It combines theoretical perspectives with practical insights based on a SWOT analysis, policy documents, and expert opinions. The paper proposes a multi-layered marketing approach focusing on digital marketing, destination branding, and stakeholder collaboration. These strategies are expected to enhance Uzbekistan's competitive position in the global tourism market.

Key words: Tourism Development, Marketing Strategies, Uzbekistan, SWOT Analysis, Sustainable Tourism, Digital Marketing.

Annotatsiya: Turizm iqtisodiy o'sish va madaniy almashinuvning muhim omillaridan biri bo'lib, ayniqsa, O'zbekiston kabi rivojlanayotgan mamlakatlar uchun alohida ahamiyat kasb etadi. Mazkur maqolada O'zbekiston turizm sohasiga moslashtirilgan samarali marketing strategiyalari o'rganiladi. Tadqiqot nazariy yondashuvlar, SWOT tahlil, strategik hujjatlar va soha mutaxassislarining fikrlari asosida olib borilgan. Maqolada ko'p bosqichli marketing yondashuvi — raqamli marketing, yo'nalish brendlashuvi hamda manfaatdor tomonlar bilan hamkorlikni kuchaytirishga alohida e'tibor qaratilgan. Ushbu strategiyalarni amalga oshirish O'zbekistonning jahon turizm bozorida raqobatbardoshligini oshirishga xizmat qiladi.

Kalit so'zlar: turizmni rivojlantirish, marketing strategiyalari, O'zbekiston, SWOT tahlil, barqaror turizm, raqamli marketing.

Аннотация: Туризм является важным двигателем экономического роста и культурного обмена, особенно для развивающихся стран, таких как Узбекистан. В данной статье рассматриваются эффективные маркетинговые стратегии, адаптированные к особенностям туристического сектора Узбекистана. Исследование основано на теоретических подходах, анализе сильных и слабых сторон (SWOT-анализ), официальных стратегических документах и экспертных мнениях. В работе предлагается многоуровневый маркетинговый подход, включающий цифровой маркетинг, брендинг туристических направлений и укрепление сотрудничества с заинтересованными сторонами. Реализация этих стратегий позволит повысить конкурентоспособность Узбекистана на мировом туристическом рынке.

Ключевые слова: развитие туризма, маркетинговые стратегии, Узбекистан, SWOT-анализ, устойчивый туризм, цифровой маркетинг.

INTRODUCTION

Tourism has become one of the most dynamic and fastest-growing sectors in the global economy, contributing significantly to GDP, employment, and socio-economic development. In many countries, tourism is no longer perceived as a mere leisure activity, but as a strategic sector capable of fostering regional development, cultural exchange, and foreign investment. According to the World Travel & Tourism Council (WTTTC), the tourism industry accounted for approximately 9.1% of global GDP and supported over 330 million



jobs in 2023, demonstrating its resilience and growth potential even in the face of global challenges such as the COVID-19 pandemic.

In this context, Uzbekistan—rich in historical heritage, unique architecture, Silk Road legacies, and diverse cultural traditions—possesses vast untapped potential in the tourism sector. Since gaining independence, the country has made substantial efforts to revitalize its tourism infrastructure, liberalize visa regimes, and promote Uzbekistan as an attractive destination for international tourists. As a result, the number of foreign visitors has increased significantly, rising from 1.9 million in 2016 to over 6 million in 2019 before the pandemic disrupted global travel. In 2023, tourism began to recover, reaching 5.2 million international arrivals, which reflects the sector's strong rebound and strategic importance in the national economy.

The purpose of this article is to examine the current state of tourism in Uzbekistan, analyze existing marketing strategies, and propose comprehensive and practical solutions to enhance the country's global competitiveness. By reviewing relevant literature, conducting SWOT and comparative analyses, and exploring best practices from countries such as Georgia and Kazakhstan, this paper aims to offer actionable insights and recommendations for policymakers, tourism professionals, and marketers in Uzbekistan.

LITERATURE REVIEW ON THE TOPIC

Tourism marketing involves applying traditional marketing principles to attract visitors to a specific location. Kotler et al. (2017) argue that effective destination marketing relies on positioning, segmentation, and branding. Buhalis (2000) introduces the concept of eTourism, emphasizing the role of ICTs in destination competitiveness. Dwyer and Kim (2003) propose a destination competitiveness model, combining demand conditions, destination management, and situational conditions.

In Uzbekistan's context, relatively few academic works exist, though recent studies (Rustamova, 2022; Karimov, 2023) focus on the role of digital platforms and government incentives. Overall, literature suggests a shift toward experience-driven marketing, sustainable tourism, and integrated promotional strategies.

RESEARCH METHODOLOGY

This research employs a qualitative and descriptive analytical approach. It draws upon secondary data from the State Committee for Tourism Development of Uzbekistan, World Bank databases, and UNWTO reports. Comparative analysis with Kazakhstan and Georgia offers a regional context, while SWOT analysis helps structure internal and external marketing factors.

Uzbekistan's tourism sector has demonstrated remarkable resilience and dynamic growth in recent years, fueled by strategic state initiatives and a renewed focus on international promotion. Tourism arrivals surged from approximately 1 million in 2016 to nearly 7 million in 2023, showcasing the country's growing appeal as a cultural and historical destination.

In 2024, the sector maintained solid momentum, with 8.2 million foreign tourists visiting the country—a notable increase of 1.6 million compared to 2023 Kun.uz. By the end of November 2024 alone, Uzbekistan had welcomed 7.3 million foreign visitors, marking a 19% growth compared to the previous year.

For the period January–July 2024, tourist inflow reached 4.2 million, a 15.3% increase year-on-year Kun.uz. Leading source countries included regional neighbors—Kyrgyzstan and Tajikistan, each with around 1.2 million visitors, followed by Kazakhstan (846k), Russia (442k), Turkmenistan (84k), and growing numbers from Turkey, China, India, and South Korea.

Tourism infrastructure also expanded rapidly in 2023:

- An estimated 21 million domestic trips were recorded through the "Travel Across Uzbekistan!" program
- 810 new tour operators and travel agencies were established
- The sector generated 70,000 jobs and added 183 hotels, 215 hostels, and 356 guest houses
- Accommodation capacity grew by 5,477 units, reaching 142,720 spots in total

Meanwhile, air transport infrastructure witnessed significant enhancements:

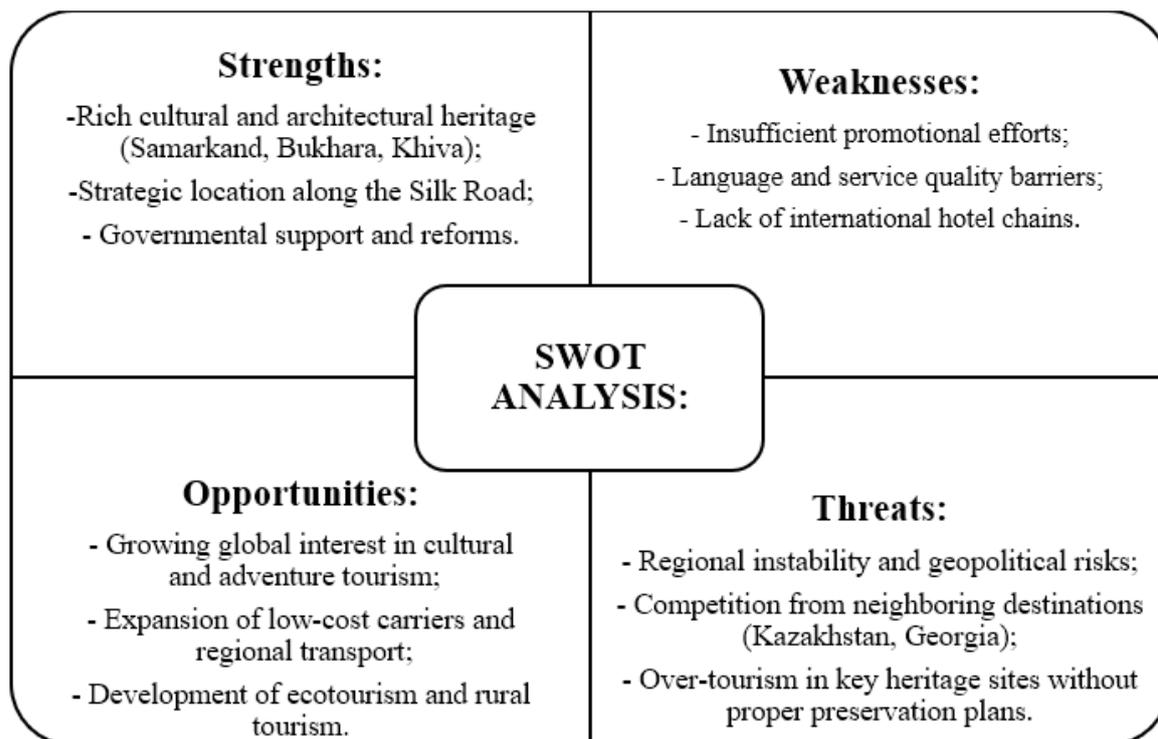
- Samarkand International Airport passenger numbers hit 1.38 million in 2024—a 37% rise, powered by a 43% increase in international traffic; new direct routes included Xi'an, Sharm El-Sheikh, Turkistan, and several Russian cities.

- Tashkent International Airport served 8.7 million passengers in 2024, marking a 28% annual growth. Major terminal expansions are underway, expected to complete by 2025, doubling the arrival hall capacity and unifying the terminal complex.

Overall, Uzbekistan's tourism landscape through 2024 reflects robust growth driven by enhanced capacity, improved accessibility, and active destination marketing.



ANALYSIS AND RESULTS



COMPARATIVE INSIGHTS FROM KAZAKHSTAN AND GEORGIA:

Kazakhstan and Georgia have implemented proactive marketing and tourism development policies. Georgia, for example, focused on building a strong national tourism brand, developing wine and adventure tourism, and leveraging digital platforms like Instagram and TripAdvisor.

Kazakhstan emphasized regional cooperation and diversified tourism clusters. Uzbekistan can learn from these models by focusing on product differentiation, stronger destination branding, and private sector partnerships.

KEY MARKETING STRATEGIES FOR UZBEKISTAN:

Based on the analysis, Uzbekistan should prioritize the following strategies:

- Digital Marketing: Invest in SEO, multilingual content, influencer partnerships, and virtual tours.
- Branding: Create a unified national brand, focusing on the Silk Road legacy, unique traditions, and hospitality.
- Market Segmentation: Tailor promotions for specific regions (e.g., European retirees, adventure-seeking youth).
- Public-Private Partnerships (PPP): Encourage investment in tourism infrastructure, training centers, and event tourism.
- Sustainable Tourism**: Implement eco-friendly policies, promote off-the-beaten-path destinations, and invest in preservation.
- Establish a National Tourism Marketing Board
- Develop tourism clusters beyond major cities (e.g., Fergana Valley, Aral Sea)
- Enhance language and customer service training programs
- Launch annual tourism performance reviews and benchmarks
- Foster community-based tourism and local entrepreneurship

CONCLUSION AND SUGGESTIONS

Tourism holds enormous potential for Uzbekistan's socio-economic development. With a focused marketing strategy—centered on digital transformation, strategic branding, and sustainable development—the country can enhance its global appeal and tourism competitiveness. Collaborative efforts from the public and private sectors are key to realizing this potential.

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